Cityhome 1990

The Cityhome Annual Report was produced by the Information and Advisory Services Section of the City of Toronto Housing Department.

Many thanks to Tilleah MacDonald and Easson Haskin for appearing in our photo series. The Cityhome Building in this series is 15 Scadding Avenue.

Thanks also to Cha-nese Peterson and Julian Periquet for photo appearances.

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Cityhome 1990

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Cityhome's New Address

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Commissioner's Message

Daniel Burns
Commissioner of Housing

"Tackling the long agenda of housing problems in Toronto will continue to require all our efforts and an effective partnership among us. This remains our goal."

1990 was a year of substantial change in Toronto's housing conditions. A recession developed and by the fall had a very strong impact on housing markets. House prices dropped significantly and a slight easing occurred in the private rental market. On the other hand, since unemployment has increased, so has the number of households with substantial housing affordability problems. Waiting lists for social housing greatly lengthened during the year.

The impact of Homes Now continues to be felt in Toronto and this will continue through 1991. Under this program, there are 50 projects at some stage of commencement in the City's planning process, the highest in the City's history. Together these projects encompass over 5000 non-profit rental units. The City's staff Social Housing Task Force worked all year to find ways to deal fairly and effectively with this large number of projects. The task force will remain in existence until the substantial completion of the Homes Now program.

The City has played another important role in supporting the implementation of the Homes Now program and that is in the provision of sites. About one half of the take-up of the Homes Now program in the City will be either by Cityhome or by community non-profit housing/non-profit co-operatives building on City land.

1990 was also a provincial election year and a new government was elected. 1991 will be a year of sorting out with the new government how it will tackle its housing goals. In January, a discussion paper on rent control was published and public hearings on this subject are underway now. Later this year the City expects substantial public discussion of future directions for non-profit housing, the renewal of public housing, policies for provincial residential land development, and issues related to

the administration of non-profit housing. I expect that both Cityhome and the City of Toronto will be an active participant in these discussions.

Another very important discussion of housing goals and housing policy will occur this year with the publication by the City Planning and Development Department of proposals for a new Official Plan for Toronto's Central Area. The planning process that is underway, and which will lead to the proposals report, is usually called Cityplan '91. This report will propose new housing goals and look at a range of new planning and tax approaches to provide resources to support housing production. Since the 1940's, the City has played a crucial role in providing land for affordable housing and the Cityplan '91 process is an important part of establishing how land provision will be done in the 1990's.

Finally, we have continued to work on our very important role of supporting the work of other housing providers in Toronto. Through programs such as SHOP (Singles Housing Opportunity Program) and land disposition, the City has enabled a wide range of groups in Toronto to provide housing where they could not on their own. As a result of City Council's reconsideration of the land disposition process last fall, a revised set of procedures is under development. When this is complete, we will be providing a complete package of information which will be widely circulated.

Tackling the long agenda of housing problems in Toronto will continue to require all our efforts and an effective partnership among us. This remains our goal.

General Manager's Report

William (Bill) Clarkin
General Manager

"We are continuing to place greater emphasis on tenant involvement in all aspects of operations in Cityhome."

The City of Toronto's principal housing objective is to ensure that adequate and affordable housing is available to its citizens.

The City's primary vehicle for the production of non-profit rental accommodation for low and moderate income households is Cityhome. Since its incorporation in 1974, Cityhome has built a housing stock of some 7000 units comprising all different forms of housing and rental types. The housing forms include hostels, rooming houses, and apartment buildings. The rental types include both deep and shallow rent assistance, together with market and break-even rentals.

Finance

Cityhome's financial health has improved dramatically across all of its programs over the past two years. These financial improvements include the successful resolution of long-outstanding capital issues at a number of projects, some of which were the Bathurst-Eglinton development, the project at 1275 Danforth, and the development of the Senior Link building at Coxwell-Hanson. During 1990, revenues were increased in the Property Houses, thus enabling the City to reduce its annual operating grant for the first time in many years.

Development

The past twelve months have been exciting and challenging ones. Following the announcement in 1988 of the provincial Homes Now Program, Cityhome staff worked diligently to commit all of its 1200 unit allocations under this program. In addition to the Homes Now allocation, Cityhome in 1990 committed some 300 units under various other programs for a total 1990 development program of 1500 new units.

The year 1990 was the most successful development year in Cityhome's history; however, if this success is to be continued, Cityhome as an organization must recognize that it has to adapt itself to a rapidly changing development environment in the City of Toronto. Future development opportunities will be of two types. One type will be the large, multi-user site. The other type will be the smaller infill and Main Street developments. Many of both types will have to be developed as partnerships with other groups, both private and non-profit. To position itself for this new develop-

ment environment, Cityhome will in 1991 amend its Articles of Incorporation to permit new business arrangements with private organizations.

Operations

During the year, we were successful in putting in place a long-term financial plan to stabilize our older Community Sponsored housing portfolio. The City's grants to this program enabled us to introduce moderate rent increases for 1991 while still undertaking a substantial upgrading program for the buildings.

The Board's policy of converting any of its buildings to co-ops, should that be the desire of the majority of the residents, resulted in 85 Bleecker Street's going co-op in 1990. This conversion was the fifth facilitated by Cityhome. We would like to thank CMHC and the Ministry of Housing for their co-operation and support, and we wish this new co-op every success for the future.

Tenant Relations

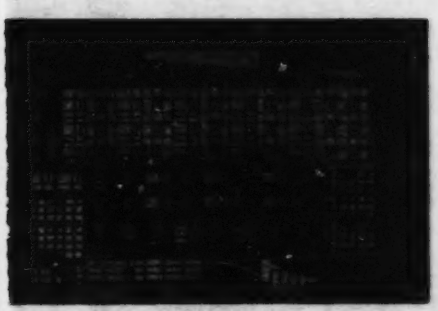
We are continuing to place greater emphasis on tenant involvement in all aspects of operations in Cityhome. Neighbourhood groups, which include some Cityhome tenants, were involved in design issues and in the rent-up of new projects. Through the Tenant/Staff Working Group, Cityhome continued to review policy issues and develop policy.

Tenants continued to participate in the long-range strategic planning exercise that Cityhome has undertaken. In 1990, the strategic planning groups were mandated by the Board to review all aspects of Cityhome's activities, and are expected to report back to a Stakeholder's Conference in mid-1991.

To all the staff, a thank you for a job well done. To the Board of Directors, the Mayor, and members of Council, thank you for your understanding and support.

Housing Development

Dirk Jal
Assistant General Manager
Housing Development



***Development Projects**—The Development Section is planning its new projects, such as this building at Jarvis and Dundas Streets, for energy efficiency. The project will begin construction in 1991.*

Development Program

Cityhome is attempting to respond in a more significant way to the applications for housing with which it is inundated. At the start of 1990, the ever-growing waiting list was already over 10,000 names long; by year end it was over 12,000. More than 5,000 new units were planned for the period from 1989 through 1993; however, the lack of suitable residential land available to Cityhome threatened the funding made available by the provincial government under its Homes Now Program.

Land Acquisition

In 1990, Cityhome acquired several sites from the City of Toronto, although far fewer than needed. These sites include 21 St. Joseph Street (35 units) and 887 Woodbine Avenue (30 units). As well, Cityhome responded to the City's invitation to participate in two large, new joint ventures with private sector partners—Cathedral Square (118 units) and 1070 Queen Street East (48 units).

Early in the year, we issued a public proposal call inviting land holders to sell suitable sites to Cityhome. They submitted several proposals and the Development Section of Cityhome selected the most promising, including 520 Kingston Road (109 units), 2349 Queen Street East (16 units), 1167 Queen Street East (40 units), and 2390 Gerrard Street East (16 units).

Private developers who had not replied to the proposal call approached Cityhome later in the year with design-build proposals. Again, the Development Section selected the most promising—2401 Yonge Street (83 units), 1400 Bathurst Street (112 units), 487 Dupont Street (48 units), and 65 Shaw Street (12 units).

Development with Other Organizations

We continued to develop social housing for and with other groups. We worked with the Metropolitan Toronto Housing Company Limited to develop a 48-unit senior citizens' apartment building on the remaining parcel of land at our Coxwell/Hanson site. We also

developed a proposal to construct the Jarvis/George housing project on behalf of all the project participants as well as the Parks and Recreation Department of the City; this project will include 288 units of housing, a roller skating rink, and retail shopping facilities along Jarvis Street.

Cityhome intends to develop several housing projects on behalf of other social housing groups. For example, 2401 Yonge Street is expected to house at least two other groups.

Housing for Singles

During 1990, Cityhome accelerated its Singles Housing Opportunities Program (SHOP), which provides for unrelated tenants to share a single dwelling under the umbrellas of various sponsoring agencies. By the end of the year, 8 properties had been acquired with 3 occupied, providing accommodation for 38 individuals.

***New Construction**—This 98-unit apartment building at 248 Simcoe Street is one of many new buildings planned by the Development Section now under construction. It will be ready for occupancy in the spring of 1991.*

***Acquisition/Rehabilitation**—Cityhome buys sound, existing properties such as this apartment building at 2745 Yonge Street and restores them for further use.*

Operations

Chris Masson
Assistant General Manager
Operations

Courtyard of 679 Queen's Quay West

The Operations Section of Cityhome, in managing its many properties, makes a constant effort to improve its response to tenants and to provide for their ongoing comfort and security.

Decentralization

Previous decentralization of Operations, including of the Maintenance Branch, resulted in a high level of tenant satisfaction with the management of our buildings, as was reported in the 1990 Cityhome 40/40/20 Targeting Plan Evaluation. The three district offices, established in 1988, made Operations staff more accessible to tenants; however, by 1990 these offices had become too small for Operations growth. The Central District Office expanded into enlarged quarters. Operations also made plans for the West District Office to move from Vanauley Street to the newly constructed building at 22 McCaul Street. The East District Office will be relocated when suitable space becomes available.

Capital Improvements

Thanks to City Council, Cityhome will make structural renovations and other improvements to its share—the largest in Canada—of the 15.1 Program locations. Using input from staff, tenants, and engineering consultants, Operations, along with Housing's Finance and Systems Division, developed a detailed proposal during 1990 and submitted it to Council early in 1991. The vote resulted in a generous $3.5 million capital grant which will enable us to carry out our comprehensive capital works plan. As well as keeping rent increases at a minumum, the plan has the added benefit of creating many jobs out of the more than doubled maintenance portion of our annual operating budget. In addition, Cityhome has gratefully accepted the City's offer of a portion of the portfolio management fees to further minimize rent increases.

Energy Conservation and Environmental Protection

During 1990, Operations began to convert the domestic hot water tanks in apartment buildings from electric to gas-fired operation, a conversion program that will be extended to all Cityhome buildings in 1991. The furnaces in single family dwellings will be converted from oil-fired to

gas-fired operation. In addition, Toronto's Blue Bin/Box/Bag program for recyclables was continued throughout Cityhome's portfolio. Tenant/staff co-operation has made recycling a success.

Elderly and Disabled

Thanks to participation from the tenants and staff of the Subcommittee for the Elderly and Disabled, which reports to the Board through its Operations Committee, Operations improved accessibility and security in Cityhome buildings. For example, automated access doors and closed circuit television monitoring systems were installed at several locations. This program will be continued with the availability of new funding.

Tenant Participation

The Tenant/Staff Working Group, another Operations subcommittee, is currently being restructured; its monthly meetings, to be resumed this June, will review and recommend on diverse tenant issues. As well, in 1990, Cityhome worked on transferring the management of some buildings, in varying degrees, to the tenants. In the case of Winchester Square, in December of 1990, good-spirited co-operation between tenants and staff enabled Cityhome to convert Winchester Square (a larger site) to the Bleecker Street Co-operative Homes Inc. under a long-term lease arrangement. The co-op manages itself under agreements with Cityhome, the Ontario Housing Ministry, and CMHC.

145 Elmridge Drive

SHOP House residents at home together

Tenant Services

Brian Bee
Manager
Tenant Services

Cityhome and Homes First staff answer questions from prospective tenants of 248 Simcoe Street.

The Tenant Services Section of Cityhome handles four main functions: applicant intake, tenant placement, rent assessment, and tenant relations. In November 1990, we launched an organizational study both to determine staff and organization requirements for delivering these functions and to better satisfy tenants' desire for increased self-management.

Applicant Intake

In April 1990, *all* applications for housing with Cityhome, not just RGI (Rent Geared to Income) applications, started being integrated into the central waiting list for subsequent assignment to appropriate vacant units in Cityhome's 70 plus locations.

Tenant Placement

By June 1990 some vacancies were actually filled from the central list, and to finally implement computerized selection of applications for filling vacancies from this central list by September was a major accomplishment. These are the first steps in introducing a fair, efficient, and easily understood system for allocating Cityhome's vacant units.

In addition, during the rent-up at 248 Simcoe Street, Tenant Services, taking a leaf out of the Homes First book, began a series of meetings with the prospective tenants for them to become more familiar with Cityhome, the community, their neighbours, and the new building. This process will be repeated in other new buildings.

Rent Assessment

In December 1990 the responsibility for rent assessment was transferred from the Finance and Systems Division of the City of Toronto Housing Department to the Tenant Services Section of Cityhome. In addition, monitoring affordability for *all* tenants, not just RGI tenants as at present, will become possible soon thanks to the organizational study.

Tenant Relations

Assignment of Tenant Relations staff to the three districts has been very positively received by staff and tenants. Tenant Relations also ran a training program for all Cityhome staff on mental

health, particularly schizophrenia; the development of training programs for staff on social issues continues.

Research Studies

Research studies conducted by the Policy and Programs Division of the Housing Department assists Tenant Relations in responding to critical issues. Tenant Relations plans to respond significantly to most of the seven major issues identified in the 40/40/20 study: tenant safety and security; communication of policies and services to tenants; provision of advice to tenants requiring social and community services; tenant involvement in management, building design, and budgeting; and administration and monitoring of targeting plans.

To define the resources for handling special tenant needs such as financial counselling, physical disabilities, and mental disabilities, the Assessment of Need for Support Services Study, to be completed in 1991, was initiated. Also begun in late 1990 was the Dundas-Sherbourne Review, a study of the social, physical, and financial aspects of this location. We hope that the results will lead to a new management model for distressed projects as well as future staffing requirements.

We decided to involve tenants in research studies by including them on all steering committees. These committees are set up to liaise with the consultant on a research study.

Applicants choose their units at 248 Simcoe and get to know their neighbours.

Board of Directors

Peter Oliphant

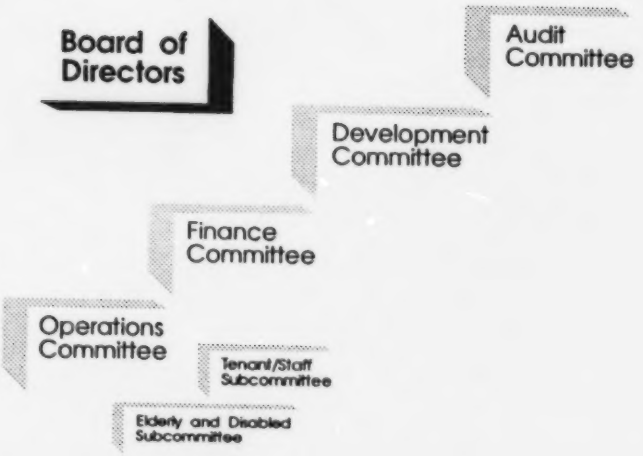
Councillor Martin Silva

Mayor Art Eggleton

Councillor Kay Gardner

Councillor Barbara Hall

Committee Structure



Cityhome Board of Directors

Peter Oliphant*, President & Chairman
Councillor Martin Silva, Vice Chairman
Mayor Art Eggleton
Councillor Kay Gardner
Councillor Barbara Hall
Councillor Michael Walker
Albert Ballantyne
Joseph Carnevale
Alison Guyton
Michael Kainer
Leo Leger

* The President serves ex-officio on all committees.

Operating Structure

Board of Directors

Daniel Burns
Commissioner of Housing and
Executive Vice President of the Board

William Clarkin
General Manager

Tenant Services

Applicant Intake
Tenant Placement
Tenant Relations
Rent Review

Operations

District Offices
Central Maintenance
Field Maintenance

Development

Development
Construction
Rehabilitation

Audit Committee

Albert Ballantyne, Chairman
Councillor Barbara Hall
Councillor Martin Silva
William Clarkin
Roy Hawk

Development Committee

Councillor Michael Walker, Chairman
Councillor Martin Silva
Albert Ballantyne
Michael Kainer

Finance Committee

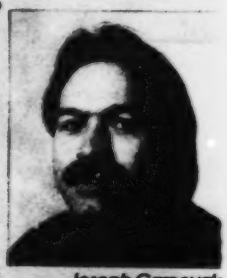
Leo Leger, Chairman
Joseph Carnevale
Peter Oliphant

Operations Committee

Joseph Carnevale, Chairman
Albert Ballantyne
Leo Leger

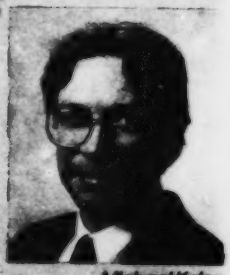
Councillor Michael Walk

Albert Ballantyne



Joseph Carnevale

Alison Guyton



Michael Kaine

Leo Leger

Calendar of Events

Allan Merovitz, Howard Jerome and Alice Brownlee, members of The Portable Theatre perform at the Cityhome Annual Meeting.

1990

July	Barrington Street SHOP House opens.
July/August	Tenant satisfaction survey is launched.
August	Dundas/Sherbourne Tenants Association holds its annual picnic.
September	Selection of tenants from central waiting list is fully computerized.
October	Cityhome and Housing Department staff visit Montreal to exchange ideas.
November	Cityhome hosts a conference with the MTHA and the MTHCL to discuss common issues.
	Dundas/Sherbourne operational review is launched.
	District Offices hold their first Open House.
December	Office expansion of the Central District Office is completed.
	Winchester Square is converted to a co-op.
	Cityhome acquires 909 St. Clair Avenue West.

1991

January

Anne Mason-Apps, one of Cityhome's most active tenant committee members, passes away.

February

City Council approves Capital Works Plan for the Community-Sponsored Non-Profit housing portfolio.

March

Runnymede Street SHOP House opens.

Cityhome tenants participate in Beaches Lions' Easter Parade.

April

Head Office moves to 20 Adelaide Street East.

City of Montreal housing staff visits Toronto to exchange ideas.

Earth Day Commemoration ceremonies are held at Dundas-Beverley Mansions.

Kay Parsons, Sarah Mason-Apps, Councillor Jack Layton, Daniel Burns and Chris Masson unveil a plaque dedicating a tree at Dundas/Beverley to the memory of Anne Mason-Apps during Earth Week Celebrations.

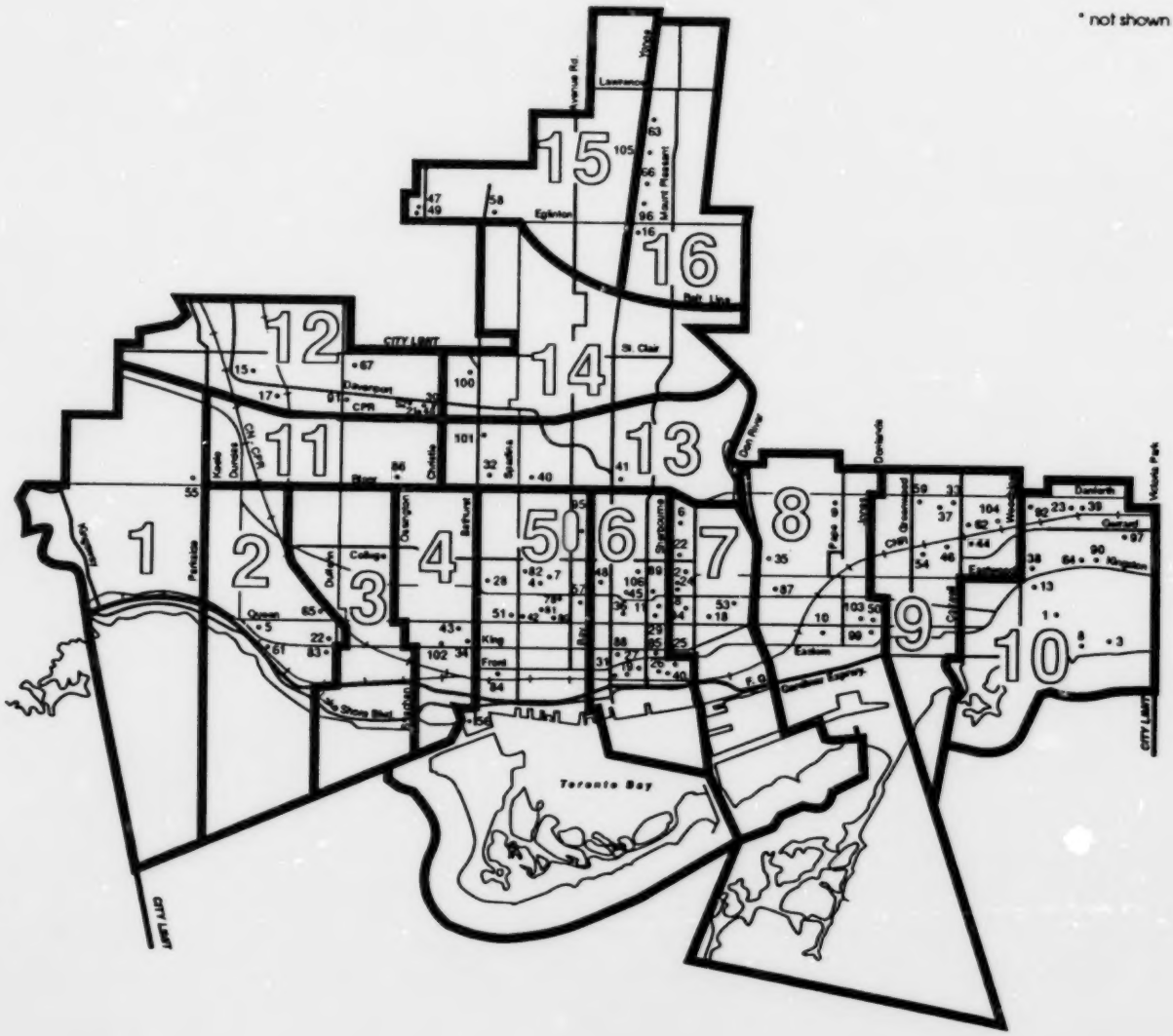
Portfolio of Properties
as of December 31, 1990

	Development Name	Year Occupied	No. Of Units
1.	98 Elmer Avenue	1975	36
2.	Dundas/Sherbourne I & II	1975 & 1976	376
3.	9-11 Balsam Avenue	1975	12
4.	Dundas/Beverley	1975	58
5.	3 Laxton Avenue	1975	42
6.	South St. James Town I & II	1976 & 1977	317
7.	Hydro Block I & II	1976 & 1978	152
8.	42 Hubbard Boulevard	1976	27
9.	Cavell/Harcourt	1976	53
10.	195-201 Logan Avenue	1977	9
11.	Pembroke Mews	1977	199
12.	188 Sherbourne Street	1977 & 1980	6
13.	331 - 333 Kingston Road	1977 & 1980	6
14.	Dufferin/Gwynne I & II	1978 & 1980	144
15.	Symington Place	1978	261
16.	Holly Park	1978	170
17.	Campbell/Antler	1979	100
18.	Trefann Court	1979	58
19.	Crombie Park Apartments	1979	207
20.	Townhouses - Frankel/Lambert Neighbourhood		198039
21.	470 Melita Crescent	1980	70
22.	Winchester Square	1980	254
23.	111 Stephenson Avenue	1980	50
24.	295-299 Ontario Street	1981	9
25.	Townhouses - St. Lawrence Neighbourhood	1981	10
26.	15 Scadding Avenue	1982	281
27.	176 The Esplanade	1982	303
28.	61-75 Wales Avenue	1982	30
29.	21-25 Pembroke Street	1982	8
30.	Lambert Court	1982	96
31.	55 The Esplanade	1983	166
32.	Brunswick/Howland/Albany	1983	21
33.	195 - 203 Chatham Avenue	1983	12
34.	575 Adelaide Street West	1983	150
35.	430 Broadview Avenue	1983	15
36.	25 Mutual Street	1983	97
37.	40 Queen Victoria Street	1983	9
38.	320 Kingston Road	1983	36
39.	139 Stephenson Avenue	1983	101
40.	Huron/Madison	1984	51
41.	Asquith Park	1984	192
42.	11 Sullivan Street	1984	31
43.	63 Mitchell Avenue	1984	3
44.	11 Newbold Avenue	1984	21
45.	145 Mutual Street	1984	145
46.	Coxwell Stables	1984	11
47.	145 Elm Ridge Drive	1985	53
48.	25 Elm Street	1985	101
49.	165 Elm Ridge Drive	1985	14
50.	Jones/Curzon	1985	15
51.	Queen/Vanauley	1986	139
52.	1087 Davenport Road	1986	9
53.	123 Sackville Street	1986	20
54.	Greenwood/Walpole	1987	120
55.	44-58 Keele Street	1987	8
56.	Bathurst Quay - North	1987	162
57.	Chestnut/Elizabeth	1987	144
58.	Bathurst/Eglinton	1988	134
59.	1275 Danforth Avenue	1988	109
60.	Bathurst Quay - South	1988	106
61.	Springhurst/Dowling	1989	138
62.	33 Coatsworth Crescent	1989	145
63.	2745-2765 Yonge Street	1989	113
64.	530 Kingston Road	1990	90
65.	22 O'Hara Avenue	1990	13
66.	28 & 133 Broadway Avenue	1990	127
67.	909 St. Clair Avenue West	1990	6
	Houses and Rooming Houses*		
68.	179 Gerrard Street East	1978	42 rooms
69.	234-236 Carlton Street	1978	26 rooms
70.	257 Dundas Street East	1978	36 rooms
71.	Scattered Houses	1975-1980	260 houses
72.	490 Huron Street	1988	10 rooms
73.	SHOP Houses	1989-1991	8 houses
	Under Management, City-Owned*		
74.	349 George Street	1979 & 1983	70 beds
75.	30 St. Lawrence Street	1983	45 beds
76.	Property Houses	1975-1980	114 units
77.	412-414 Jarvis Street	1990	56 units
	Under Development/Construction		
78.	248 Simcoe Street	1991	107
79.	SHOP Houses*	1990-1991	181
80.	22 McCaul Street	1991	143
81.	190 John Street	1992	26
82.	32 Larch Street	1992	54
83.	102 Tyndall Avenue	1992	54
84.	Carparks 2, 3 & 5	TBD	100-250
85.	St. Lawrence A2(b)	1992	104
86.	Carling/Irene	1992	9
87.	17A Tiverton Avenue	1991	2
88.	St. Lawrence C2	1993	109
89.	Jarvis/George	1993	55

Development Name	Year Occupied	No. Of Units
90. 666-682A Kingston Road	1993	109
91. 331 Bartlett Avenue	1993	17-27
92. 887-907 Woodbine Avenue	1993	30
93. 181 Crawford Street	1992	2
94. Berkeley/Milan	1993	53
95. 21 St. Joseph Street	1993	35
96. 2401 Yonge Street	1993	82
97. 2390 Gerrard Street East	1992	16
98. 520 Kingston Road	1992	109

Development Name	Year Occupied	No. Of Units
99. 1167 Queen Street East	1992	40
100. 1400 Bathurst Street	1993	112
101. 487 Dupont Street	1992	48
102. 65 Shaw Street	1992	12
103. 52 Jones Avenue	1992	12
Development for Other Clients		
104. Metro Toronto Housing Co. Ltd.	1991	48
105. 2401 Yonge Street	1993	93
106. Jarvis/George	1993	220

* not shown



District Offices

West District Office

20 Vanauley Street
2nd Floor
Toronto, Ontario
M5T 2H4
(416) 392-7475

Susan Raiskums and Robin Cuthbert review district operating procedures.

East District Office

1245 Danforth Avenue
Toronto, Ontario
M4J 5B5
(416) 392-7474

Tony Martino and Tania Florian examine one of the many operations reports used daily by our district staff.

Central District Office

15 Scadding Avenue
Toronto, Ontario
M5A 4E9
(416) 392-7476

Debbie Johnson and Rose Tucci ensure that information entered into the computerized rent revenue system is both timely and accurate.

Financial Statements and Auditor's Report

Treasurer's Report

On the year ended December 31, 1990

Roy W. Hawk
Controller of the Housing Department and Treasurer of Cityhome

The City of Toronto Non-Profit Housing Corporation was incorporated under the Business Corporations Act on July 8, 1974 with an authorized and issued capital of 2 common shares and, in accordance with the Articles of Incorporation, all shares are allotted and issued to The Corporation of the City of Toronto. The objects of the Corporation are "the provision and operation of housing accommodation with or without any public space, recreational facilities and commercial space or buildings appropriate thereto primarily for persons of low or modest income at rentals below the current rental market in the area in which the accommodation is rented".

The accompanying financial statements of the Corporation are the responsibility of management and have been prepared by management in conformity with Canadian generally accepted accounting principles. Provisions included in the financial statements are based on best estimates and judgments by management.

Management of the Corporation, to further the integrity and objectivity of the data contained in the financial statements, has developed and maintains a system of internal accounting controls and is subject to audit by the City Auditor. Management believes that this system of internal accounting controls, in conjunction with the ongoing Auditor's review, provides reasonable assurance that the financial records are reliable, forms a proper basis for preparation of financial statements, and ensures that assets are properly accounted for and safeguarded.

The excess of revenues over expenditures of the Corporation of $90,132 for 1990 compares to a deficiency of $543,623 in 1989. Of this excess $46,419 is attributable to the Old (15.1) portfolio of projects and $43,713 is attributable to Corporate revenues. The Corporation's joint ventures had a deficiency of revenues over expenses of $751 as compared to $73,514 in 1989. The joint ventures are explained in note 11(d) of the financial statements. Total revenues of the Corporation increased by $6,900,000 (12%) from the previous year with total Province of Ontario assistance and Federal assistance increasing by $3,200,000. It is interesting to note that, for the first time in the Corporation's existence, provincial assistance was

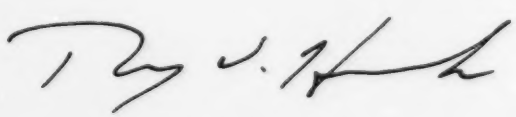
greater than federal assistance. Of the total 1990 expenses of $66.7 million, 91% are largely fixed costs made up of: mortgage payments—44%; realty taxes—18%; salaries and wages and City of Toronto management fees—12%; utilities—8%; replacement reserves—5%; and other—4%. At December 31 there were 4 projects under development with a total cost of $21,341,000 compared with 8 projects with a cost of $23,828,000 a year ago.

The salaries and wages shown in expenses relate only to project superintendents, assistant superintendents, cleaners, and maintenance staff. Salaries and wages increased 21% in 1990 because of capital expansion and negotiated changes in the union contract. The salaries and benefits of administrative and office support staff of the Corporation, who are City of Toronto Housing Department employees, are recovered by the City of Toronto through a management fee.

The Corporation, per the terms of its operating agreements with the provincial government, can only set aside funds for replacement and major maintenance up to an established limit. The Board of Directors and Management of the Corporation have known for some time that the current annual provisions are not adequate to provide for funds that will be required in the future. The City of Toronto has authorized a grant in 1991 for $3,500,000 to be used in the Old (15.1) Program portfolio for an immediate program of capital improvements which will begin to ameliorate the shortfall.

The Audit Committee, comprising three members of the Board of Directors, has the responsibility of reviewing the annual financial statements before submission to the Board of Directors. The Committee has reviewed the Corporation's financial statements for 1990 and the Board of Directors of the Corporation has approved these statements.

These financial statements have been examined by the City Auditor and his report accompanies the financial statements.



CITY OF TORONTO

J. RABINOWITZ, C.A.
CITY AUDITOR

AUDIT DEPARTMENT
TELEPHONE
392-7171

8th FLOOR, WEST TOWER, CITY HALL
TORONTO, CANADA M5H 2N2

AUDITOR'S REPORT

To the Shareholder of the City of Toronto
Non-Profit Housing Corporation

I have audited the balance sheet of the City of Toronto Non-Profit Housing Corporation as at December 31, 1990 and the statements of revenues, expenses and deficit and changes in financial position for the year then ended. These financial statements are the responsibility of management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 1990 and the results of its operations and the changes in its financial position for the year then ended in accordance with the accounting principles disclosed in note 1 to the financial statements. As required by Section 96(2) of the Corporations Act (Ontario), I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

J. Rabinowitz

J. Rabinowitz, C.A.
City Auditor

Toronto
April 11, 1991

Balance Sheet

as at December 31, 1990

ASSETS		1990 $	1989 $
Current	Cash and short-term investments		
	Unrestricted	3,398,693	939,197
	Restricted (Note 2)	10,489,769	6,900,771
		13,888,462	7,839,968
	Accounts receivable (Note 3)	7,888,822	9,168,379
		21,777,284	17,008,347
Prepaid lease (Note 4)		2,467,592	—
Fixed	Income-producing properties (Note 5)	269,321,957	242,827,827
	Properties under construction (Note 6)	21,341,319	23,828,058
		290,663,276	266,655,885
		314,908,152	283,664,232

Approved on behalf of the Board:

Director

Director

LIABILITIES			
Current	Accounts payable and accrued liabilities (Note 7)	10,211,601	8,568,757
	Tenants' deposits	2,136,380	2,004,912
	Rents received in advance	306,514	242,576
	Current portion of long term liabilities (Note 8)	1,184,000	1,185,000
		13,838,495	12,001,245
Deferred revenue (Note 4)		2,463,542	—
Long-term	Mortgage loans payable (Note 8)	299,242,893	272,389,897
	Contingencies and commitments (Note 11)		

CAPITAL DEFICIENCY			
Share capital—Authorized and issued: 2 common shares		40,000	40,000
Deficit		(676,778)	(766,910)
		(636,778)	(726,910)
		314,908,152	283,664,232

Statement of Revenues Expenses and Deficit

for the year ended December 31, 1990

Revenues	1990 $	1989 $
Rents		
Residential	33,670,317	30,741,954
Commercial	656,029	600,453
Parking	712,130	689,037
	35,038,476	32,031,444
Province of Ontario assistance	15,096,875	11,768,659
Federal assistance	13,900,354	14,003,220
Interest	1,382,214	1,010,099
City of Toronto operating grants	513,761	378,161
Other	889,387	680,815
	66,821,067	59,872,398

Expenses		
Mortgage interest	27,969,776	26,592,120
Realty taxes	11,897,068	10,362,491
Maintenance	6,316,665	5,119,182
Utilities	5,431,726	5,371,857
Salaries and wages	5,344,483	4,399,903
Depreciation (Note 10)	4,674,482	4,358,428
City of Toronto management fee	2,523,718	2,183,309
Communications and cable TV	1,127,197	827,067
Professional and other services	956,823	736,724
Provision for doubtful accounts	352,202	262,677
Insurance	136,795	202,263
	66,730,935	60,416,021

Deficit		
Excess (deficiency) of revenue over expenses for the year	90,132	(543,623)
Deficit at beginning of year	(766,910)	(223,287)
Deficit at end of year	(676,778)	(766,910)

Statement of Changes In Financial Position

for the year ended December 31, 1990

Cash Provided by Operations	1990 $	1989 $
Excess (deficiency) of revenues over expenses for the year	90,132	(543,623)
Items not affecting cash		
Depreciation	4,674,482	4,358,428
Accounts receivable	1,279,557	(2,237,043)
Accounts payable and accrued liabilities	1,642,844	499,228
Tenants' deposits and deferred revenues	195,406	106,048
Other	847	8,886
	7,883,268	2,191,924
Cash Used in Investment Activities		
Additions to income-producing properties	(31,439,030)	(4,176,643)
Decrease (Increase) to properties under construction	2,393,804	(24,015,520)
Prepaid lease	(2,467,592)	—
Building rehabilitation and contingencies fund expenditures	(10,502)	(401,365)
Replacement and major maintenance fund expenditures	(255,681)	(809,168)
	(31,779,001)	(29,402,696)
Cash Provided by Financing Activities		
Mortgage loans	27,954,118	27,794,323
Mortgage principal repaid	(1,102,122)	(1,207,278)
Capital grants	628,689	1,021,495
Deferred revenue	2,463,542	—
Residential rehabilitation assistance program	—	5,000
	29,944,227	27,613,540
Increase in cash and short-term investments	6,048,494	402,768
Balance at beginning of year	7,839,968	7,437,200
Balance at end of year	13,888,462	7,839,968

Notes To Financial Statements

December 31, 1990

1. Summary of significant accounting policies

a. The Corporation uses the accrual basis of accounting.

b. Fixed assets are recorded at cost less any related grants or forgivable loans. Project expenditures less any revenues prior to interest adjustment date are included in fixed assets except where it has been agreed with the mortgage lender to transfer these costs to a date subsequent to the project completion date. Interest is charged by the Corporation and added to the cost of fixed assets when it uses its own funds to interim finance work in progress. Land received from the City of Toronto at no charge to the Corporation is recorded at a nominal value.

c. For reporting purposes, the net cost of income-producing properties is reduced by accumulated depreciation which comprises total mortgage principal repaid, the replacement and major maintenance fund, and the building rehabilitation and contingency fund. The depreciation expense for the year comprises the annual provisions to these accounts.

2. Restricted cash and short-term investments

Restricted cash and short-term investments comprise $10,489,769 (1989 - $6,900,771) which may be disbursed only for items chargeable to the replacement and major maintenance fund.

3. Accounts receivable

Accounts receivable consist of:

	1990 $	1989 $
Province of Ontario	7,007,695	7,941,202
Tenants	747,917	615,192
Other	133,210	611,985
	7,888,822	9,168,379

4. Prepaid lease and deferred revenue

The Corporation has leased land known as 11 Coatsworth Crescent from the City of Toronto for a period of 45 years at a cost of $2.5 million. This land has been subleased to Stephenson Senior Link Homes for a period of 40 years at a prepaid amount of $2.5 million. This prepayment has been recorded as deferred revenue in the balance sheet. The Corporation acted as project manager for the construction of a 174-unit apartment building which was built on the land. The prepaid lease is being amortized over a period of 45 years and deferred revenue is being amortized over a period of 40 years.

5. Income-producing properties

Included in income-producing properties are two projects built in 1987 on land which has been leased for 60 years at which time the land and buildings revert to the lessor. The leases have been prepaid. The total cost of the buildings and the prepaid land leases of $18,177,000 will be amortized over the remaining life of the mortgages.

		1990 $	1989 $
Income-producing properties, at cost		313,111,909	281,672,879
Less:	City of Toronto capital grants	1,597,682	1,597,682
	Province of Ontario capital grants	1,335,754	800,000
	Forgivable loans (Note 5a)	9,145,936	9,145,936
	Residential rehabilitation assistance program (Note 5b)	2,188,984	2,188,984
	Community services contribution program grants applied (Note 5e)	6,974,737	6,974,737
	Application of building rehabilitation and contingencies fund	702,032	702,032
		21,945,125	21,409,371
		291,166,784	260,263,508
Less: accumulated depreciation:			
	Mortgage principal repaid	7,791,924	6,547,702
	Replacement and major maintenance fund (Note 5c)	10,489,769	6,900,771
	Building rehabilitation and contingencies fund (Note 5d)	3,563,134	3,987,208
		21,844,827	17,435,681
		269,321,957	242,827,827

a. Forgivable loans

Forgivable loans associated with Canada Mortgage and Housing Corporation mortgages are forgiven over a 50-year period on a straight-line basis if certain terms and conditions are adhered to by the Corporation. These terms and conditions include continued ownership of the related properties and continuity of their present usage.

b. Residential rehabilitation assistance program

Forgivable loans in respect of the residential rehabilitation assistance program are received under section 15.1 of the National Housing Act and are forgiven over a period of approximately 10 years if the same terms and conditions referred to in Note 5a are adhered to.

c. Replacement and major maintenance fund

Under its operating agreements, the Corporation is required to maintain a separate fund for replacement and major maintenance. The assets of the fund comprise restricted cash and short-term investments which may not be used for other than fund purposes. The movement in the account during the year was as follows:

		1990 $	1989 $
Balance at beginning of year		6,900,771	5,314,212
Add:	Provision (Note 10)	3,063,984	2,395,727
	Modernization & improvement funding	613,000	—
	Transferred from building rehabilitation and contingencies fund	780,695	—
	Other funding	1,649	1,815
Less:	Expenditures	(870,330)	(810,983)
Balance at end of year		10,489,769	6,900,771

Notes To Financial Statements

December 31, 1990

d. Building rehabilitation and contingencies fund

	1990 $	1989 $
Balance at beginning of year	3,987,208	3,762,004
Add: Provision (Note 10)	367,123	626,569
Less: Applied to fixed assets	—	(401,365)
Other	(10,502)	—
Transferred to replacement and major maintenance fund	(780,695)	—
Balance at end of year	3,563,134	3,987,208

e. Community services contribution program grants

Community services contribution program grants were Federal grants distributed by the Province which have been applied to the reduction of the cost of fixed assets of the properties with respect to which the grants were received.

6. Properties under construction

Included in the net cost of $21,341,319 at December 31, 1990 are capital grants from the City of Toronto of $957,935.

7. Accounts payable and accrued liabilities

Included in accounts payable is a net payable to the City of Toronto of $946,297 (1989 - $440,909).

8. Mortgage loans payable

Mortgage loans payable bear interest at rates ranging from 8% to 17.25% and have maturity dates up to the year 2031. Principal repayments are as follows:

	$
1991	1,184,000
1992	1,346,000
1993	1,583,000
1994	1,824,000
1995	2,069,000
Thereafter	292,420,893
	300,426,893

9. Interest capitalized

The amount of interest capitalized in 1990 was $2,477,000 (1989 - $1,551,000).

10. Depreciation expense

Depreciation expense for the year comprises the following:

	1990 $	1989 $
Mortgage principal payments	1,102,122	1,207,278
Amortization of capital improvements	139,438	128,854
Provision for replacement and major maintenance fund:		
Shop Program	1,815	—
Other Programs (Note 5c)	3,063,984	2,395,727
Provision for building rehabilitation and contingencies fund (Note 5d)	367,123	626,569
	4,674,482	4,358,428

11. Contingencies and commitments

a. The Corporation will be liable for additional interest amounting to approximately $10,414,000 on all Canada Mortgage and Housing Corporation mortgages should there be a default in repayment.

b. In 1985 the Corporation, through professional consultants and internal analysis, established that the replacement and major maintenance fund for the Old (15.1) Program portfolio was significantly under-funded. A similar analysis has not been done for the MNP (56.1) Program portfolio.

c. The Corporation will be liable to repay the loans, described in Notes 5a and 5b, not yet forgiven amounting to $6,987,958 should it fail to adhere to the terms and conditions under which the loans were originally granted.

d. The Corporation has entered into two separate agreements with private developers to construct and operate two projects known as 111 Chestnut Street and 1275 Danforth Avenue. Both of these agreements run for a term of 40 years, which commenced in 1987 and 1988 respectively.

During the term of these agreements the Corporation owns the land and leases the buildings from the developers. The net capital expenditure on these projects at December 31, 1990 was $17,110,931 and the related liabilities were mortgages of $15,817,665 and a long-term loan from the City of Toronto of $1,100,000. Under the terms of both agreements the Corporation is jointly liable with the developers for the mortgages and loan commitment for these projects.

The accounts of the Corporation include a net receivable of $246,531 for 111 Chestnut Street and a net payable of $242,389 for 1275 Danforth Avenue. Both these amounts are a result of funds advanced and payments made by the Corporation on behalf of these projects. Included in Other revenues is an amount of $751 (1989 - $73,514) which represents the Corporation's share of the expenses over revenues including adjustments as specified in the agreements for both projects for the year ended December 31, 1990.

12. Comparative figures

Certain of the 1989 comparative figures have been reclassified to conform to the 1990 presentation.

Printed on Recycled Paper

Cityhome Policy

The Right to Freedom From Harassment

Re-issued April 9, 1991

City of Toronto Non-Profit Housing Corporation
Daniel Burns, Commissioner of Housing
William Clarkin, General Manager of Cityhome

Cityhome

20 Adelaide Street East Toronto, Ontario M5C 2T6

William Clarkin, General Manager

Reg. No:

File No: 1600

Reply To: D. Burns
W. Clarkin

Telephone:

April 22, 1991

TO: ALL STAFF

In 1987 Cityhome Corporation, after reviewing its Human Rights Policy, made a commitment to employees to provide an environment that would ensure that each employee was treated with dignity and respect. As a result, in September of 1987 the "Right to Freedom from Harassment Policy" was issued. This Policy guaranteed that all employees had a fair and equitable work environment and a formal procedure to solve any problems, however minor, that arose.

It is time to reaffirm our commitment as an organization to you.

The "Right to Freedom from Harassment Policy" has now been revised and with this re-issue we wish to again emphasize that we will not condone workplace harassment in any way, shape, or form - we will do everything in our power to prevent harassment from occurring and we will deal severely with any employee who violates another employee's dignity, respect, or self-esteem.

It is our hope that every employee enjoys the satisfaction, rewards, and opportunity that are the result of hard work. On our part, we will provide the supervision and training and through our commitment to human rights, the environment to succeed. Please take time to review this policy. Talk about the issue—talk to your supervisor and coworkers.

A friendly, co-operative, and industrious environment is what we hope to create.

Yours truly,

Daniel Burns
Commissioner of Housing

William Clarkin
General Manager of Cityhome

The Right to Freedom From Harassment

Cityhome (City of Toronto Non-Profit Housing Corporation) is committed to maintaining a work environment which guarantees all employees the right to freedom from harassment in the workplace.

All employees have the right to work in an environment which does not subject them to harassment because of their race, ancestry, place of origin, colour, ethnic origin, citizenship, religion, political beliefs, age, sex (including pregnancy), sexual orientation, record of offenses, marital status, family status, physical or mental disability, and employment status or position within Cityhome.

Cityhome accepts as a matter of normal business practice the freedom from harassment provisions of the Ontario Human Rights Code.

This commitment is binding on all employees and any violation of this policy will be vigorously and actively pursued by the General Manager or designate.

What is Workplace Harassment?

Harassment refers to any comment or conduct by a director, manager, supervisor or co-worker which undermines an employee's health, job performance, workplace relationships or endangers any employee's employment status or potential.

Racial, ethnic or religious harassment includes any comment or conduct which either ridicules or which might be considered as a slur against an employee's race, ethnic origin, colour, ancestry or religion.

Examples of racial harassment may include, but are not limited to:

- displaying derogatory and other offensive materials /graffiti, which relate to race, ethnic origin or religion;
- insulting gestures or jokes which relate to race, ethnic origin or religion;
- refusing to work with employees because of their racial, ethnic or religious background.

Sexual harassment includes any unwanted sexual comments, suggestions, physical contact or coercion which the employee finds objectionable or offensive or causes discomfort or embarrassment.

Examples of sexual harassment may include, but are not limited to:
- unwelcome remarks, jokes and innuendos about an employee's body, dress or sex;
- persistent leering or suggestive looks;
- displaying pornographic and other offensive materials;
- unnecessary physical contact such as touching, brushing against, grabbing and pinching;
- pressure for personal relationships or sex;
- intimidation or threats of reprisal if personal relationships or sexual advances are rejected;
- physical assault.

While harassment usually requires that the unwelcome, vexatious comment or conduct is persistent, i.e. that it occurs more than once, there are two situations where the incident need occur only once for an employee to be guilty of harassment or a criminal offence:
- physical assault;
- a sexual solicitation or advance (e.g. a request for sexual favours or an inappropriate invitation to dinner) made by a person who is in a position to confer or deny benefit (e.g. director, manager, supervisor) when that person knows, or ought reasonably to know, that such conduct is unwelcome.

Where Is The Workplace?

The workplace includes, but is not limited to, the offices, buildings, housing developments, houses, grounds, worksites and vehicles of Cityhome.

Harassment at the workplace will be considered to have occurred where an incident takes place in a location where business or social activities of Cityhome are conducted.

Who Bears Responsibility For Harassment?

There are two groups of people who bear responsibility for harassment: the harasser, i.e. the person whose comment or conduct is unwelcome when the person knows, or ought reasonably to know, that such comment or conduct is unwelcome; any person who is in a position to prevent or discourage harassment (i.e. director, manager, supervisor) and who does not exercise this responsibility when that person knows, or ought reasonably to know, that harassment is taking place.

Since it is the role of the supervisor to always be aware of the conduct of their staff, supervisors incur liability for the harassment of and by their staff.

Supervisors who do not exercise their responsibility to prevent or discourage harassment of and by their staff are, therefore, equally as guilty of violating this policy as if they had committed the harassment themselves.

The Complaint Procedure

In order to ensure that a harassment-free work environment is maintained, it is essential that employees initiate a complaint if they feel that a right under this policy has been violated.

In many situations, simply informing an individual that their comment or conduct is unwelcome may resolve the issue. The policy recognizes, however, that in certain circumstances, i.e. where a supervisor's comment or conduct is unwelcome, it could be unreasonable for an employee to complain to the person who is harassing them. This policy, therefore, while encouraging employees to resolve the situation themselves, places no obligation on an employee to first confront the harasser in order to initiate a complaint.

An employee can elect to initiate a complaint in a number of ways - none of which preclude the right of an individual to consult a lawyer, the police, or file a complaint with the Ontario Human Rights Commission.

A unionized employee may wish to bring the issue to the attention of the union in which case it may be dealt with in the form of a grievance in the manner prescribed by the applicable collective agreement.

An employee may wish to bring the complaint to the attention of a supervisor, manager, director, General Manager of Cityhome or Commissioner of Housing, Manager of Human Resources.

No matter what route is used to initiate a complaint, the director, manager or supervisor who first receives the complaint of harassment must, within three (3) working days of receipt, notify the General Manager and the Human Resources Section in writing as to the nature of the complaint.

Within the same time frame, a copy of the documented complaint must also be given to the employee who initiated the complaint as well as to the person against whom the complaint was made.

Following full and confidential investigation of the complaint by the Human Resources Section together with the appropriate director, manager or supervisor, which includes the right of the person against whom the complaint was made to fully respond to the allegations, the General Manager must be notified i nwriting, within three (3) working days, as to the outcome or resolution of the complaint. Within the same time frame, a copy of the documented complaint resolution must also be given to the employee who initiated the complaint as well as to the person against whom the complaint was made. It is the responsibility of the General Manger of Cityhome to ensure that:

- the complaint of harassment is investigated;
- all necessary steps to resolve the complaint have been taken;
- measures to prevent a recurrence have been initiated.

All employees have a right to make a complaint or enforce their rights under this policy without reprisal or threat of reprisal.

Resolution of Complaint

If harassment is found to have occurred, then disciplinary measures will be taken up to and including suspension or discharge. Documentation of the complaint investigation and disciplinary measures will be placed in the employee file of the harasser. If there is no finding of harassment, no documentation of the complaint, or any matters relating thereto, will be placed in the employee file of the alleged harasser.